

## 299 - INTEGRATED WASTE MANAGEMENT DEPARTMENT ENTERPRISE

### Operational Summary

#### Mission:

To meet the solid waste disposal needs of Orange County through efficient operations, sound environmental practices, strategic planning, innovation and technology.

#### Strategic Goals:

- Maintain a competitive rate for waste disposal in Orange County.
- Protect water, air and habitat in the management of the Orange County Disposal System.
- Financially support the County of Orange's Bankruptcy Recovery Plan.

#### Key Outcome Indicators:

Performance Measure	2002 Business Plan Results	2003 Business Plan Target	How are we doing?
<b>GATE FEE COMPARISON WITHIN SOUTHERN CALIFORNIA.</b> <b>What:</b> Comparison of disposal rates of the OC landfill system compared with other landfills in the region. <b>Why:</b> To ensure that Orange County residents are provided a competitive disposal rate.	2002 Tipping Fee - \$22 per ton	Evaluate disposal rates and adjust operating strategies to ensure IMWD's rates remain competitive.	IMWD's rates are currently in the lowest 10% within the Southern California region.
<b>TOTAL VOLUME OF LEACHATE AND IMPACTED GROUND WATER COLLECTED THROUGH THE LEACHATE RECOVERY SYSTEM.</b> <b>What:</b> Measure the amount of leachate and ground water collected. <b>Why:</b> To protect water quality from the effects of leachate.	The total volume of leachate and impacted ground water collected during 2002 was 4,648,067 gallons. This measure is important as it is mandated by law and prevents local ground water for being impacted.	Continue to install landfill liner systems, and optimize leachate and groundwater collection for water quality protection.	IMWD currently has collection and recovery systems in place at each landfill to collect leachate and impacted ground water.
<b>NET IMPORTATION REVENUE AMOUNT TRANSFERRED TO THE COUNTY GENERAL FUND PER YEAR.</b> <b>What:</b> Revenue transferred to the County General Fund from imported waste. <b>Why:</b> To support the County's Bankruptcy Recovery Plan.	IMWD anticipates transferring \$13 million to the General Fund in FY 02/03.	The Department target for FY 03/04 is to provide the maximum transfer of funds in support of bankruptcy obligations.	To date \$79,316,725 or an average of \$13,219,454 per year has been transferred to the General Fund.

#### At a Glance:

Total FY 2002-2003 Actual Expenditure + Encumbrance:	117,387,242
Total Final FY 2003-2004 Budget:	131,542,038
Percent of County General Fund:	N/A
Total Employees:	274.00

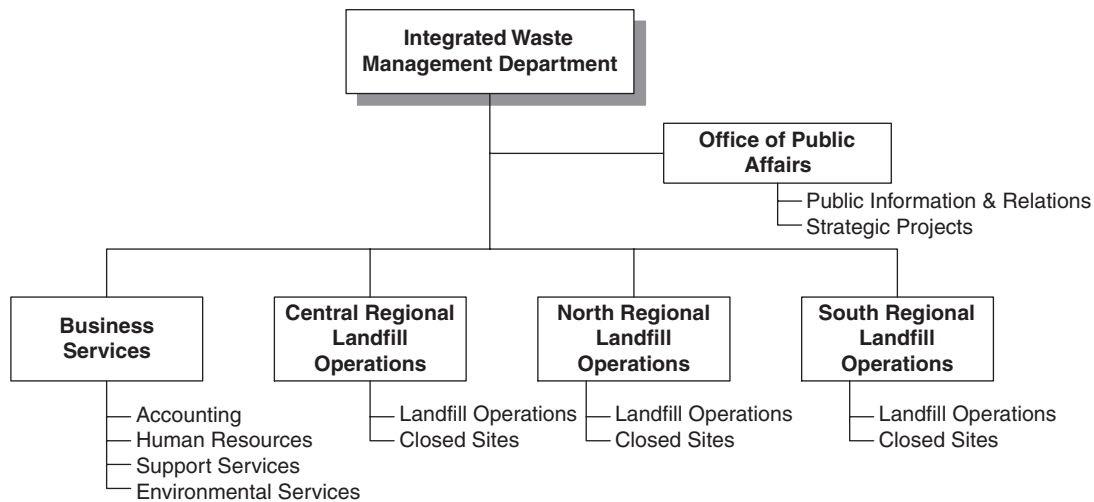
## Key Outcome Indicators: (Continued)

Performance Measure	2002 Business Plan Results	2003 Business Plan Target	How are we doing?
<b>NUMBER OF YEARS OF REMAINING LANDFILL CAPACITY.</b> <b>What:</b> Measures if Orange County meets state minimum standards of providing 15 years of landfill capacity. <b>Why:</b> To ensure that Orange County residents are provided with adequate landfill capacity.	Approximately 25-30 years of permitted landfill capacity.	Perform remaining capacity calculations and compare results against state minimum standard of 15 years capacity for all jurisdictions to ensure adequate capacity.	IWMD has more than adequate capacity to fulfill the requirement.
<b>AMOUNT OF LANDFILL GAS COLLECTED AND PUT TO BENEFICIAL REUSE.</b> <b>What:</b> Collection of landfill gas and put to beneficial reuse. <b>Why:</b> To protect the air from the effects of landfill gas.	5,176 MSCF of landfill gas was collected in 2002. Of this amount, 2,243 MSCF, or about 43% was put to beneficial reuse. It is important to note that any gas collected and not reused, is flared which results in the destruction of landfill gas in compliance with state/local regulations.	Expand landfill gas collection systems.	Currently, IWMD has operational Landfill Gas-to-Energy systems at Olinda Alpha and Prima Deshecha Landfills. Installing a system at FRB is under negotiation.
<b>NUMBER OF HABITAT ACRES CURRENTLY UNDER RESTORATION/MITIGATION.</b> <b>What:</b> Measures the number of landfill acres under restoration to recreate natural habitats. <b>Why:</b> To comply with the Natural Community Conservation Program (NCCP)	A/E consultant was hired to conduct biological survey to determine availability and costs of replacement habitat resources impacted by landfill operations.	FRB Landfill: Explore A/E consultant recommendations for determining alternative strategies to mitigate for landfill operations. Prima Landfill: IWMD is a participating landowner included in negotiations for the development of a South County NCCP.	Prima Landfill: 11.84 acres of riparian habitat and 12.36 acres of Coastal Sage Scrub will be created at the landfill to replace disturbed habitat.

## Fiscal Year FY 2002-2003 Key Project Accomplishments:

- Received an unqualified opinion on the Audited Financial Statements indicating no negative findings.
- Completed the construction of the "Green Building" office at the Frank R. Bowerman Landfill.
- Developed long-term fill phasing plans and soil conservation, eliminating the need for additional soil at the Olinda Alpha Landfill saving IWMD \$60 million through 2010.
- Established Cathode Ray Tube (CRT) collection programs at the County's four Household Hazardous Centers to help prevent illegal disposal of hazardous waste.

## Organizational Summary



**BUSINESS SERVICES** - Conducts Department accounting, budget, finance, and procurement activities; implements and maintains Department information systems; manages human resources needs of the Department; and provides various general support services; oversees regulatory compliance issues; administers Waste Disposal Agreements; manages contracts for solid waste services in the unincorporated areas; coordinates the operations of regional Household Hazardous Waste Collection Centers; coordinates with the cities in the administration of the County Integrated Waste Management Plan.

**CENTRAL REGIONAL LANDFILL OPS** - Operates and manages daily activities at the Frank R. Bowerman Landfill which accepts and disposes of residential, commercial and industrial non-hazardous waste; manages and maintains five closed landfill sites.

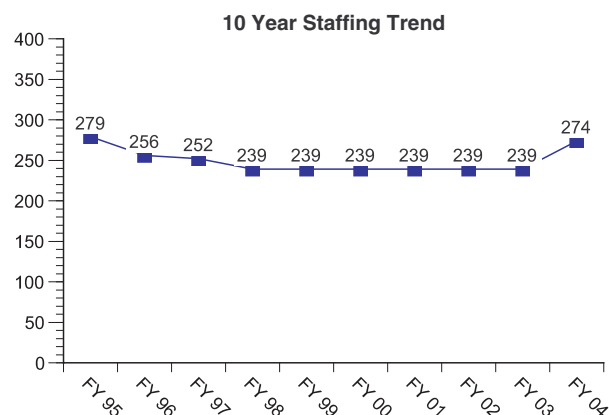
**NORTH REGIONAL LANDFILL OPS** - Operates and manages daily activities at the Olinda Alpha Landfill which accepts and disposes of residential, commercial and industrial non-hazardous waste; manages and maintains ten closed landfill sites.

**SOUTH REGIONAL LANDFILL** - Operates and manages daily activities at the Prima Deshecha Landfill which accepts and disposes of residential, commercial and industrial non-hazardous waste; manages and maintains five closed landfill sites.

**OFFICE OF PUBLIC AFFAIRS** - Facilitates long-range planning; identifies, analyzes and manages liability matters related to IWMD solid waste operations; develops strategies for resolving legal issues; conducts negotiations with developers, municipalities and property owners; conducts community and media relations.

**IWMD DIRECTOR** - Directs the administrative management activities of the Department to accomplish Department goals and strategic priorities.

### Ten Year Staffing Trend:



### Ten Year Staffing Trend Highlights:

- Staffing trend illustrates the success the Department has had in streamlining operations to reduce costs, maximize efficiency, and better serve our customers.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

The Department will continue to provide available landfill capacity as needed for importation of waste and transfer net importation revenue to the General Fund for bankruptcy related obligations.

### Changes Included in the Base Budget:

The base budget reflects a decrease in appropriations of approximately \$13 million as a result of reductions in landfill maintenance, capital improvement and site closure costs.

### Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
<b>EXTRA HELP CONVERSION</b>	IWMD requests conversion of 35 Laborer positions from extra-help to regular help.	These positions will perform required tasks such as, landfill maintenance and litter removal.	299-001
<b>Amount: ..... \$ 0</b>			

### Final Budget and History:

Sources and Uses	FY 2001-2002 Actual Exp/Rev	FY 2002-2003 Budget As of 6/30/03	FY 2002-2003 Actual Exp/Rev <sup>(1)</sup> At 6/30/03	FY 2003-2004 Final Budget	Change from FY 2002-2003 Actual	
					Amount	Percent
Total Positions	-	239	239	274	35	14.64
Total Revenues	269,641,308	141,564,905	259,813,748	131,542,038	(128,271,710)	-49.37
Total Requirements	333,088,674	139,454,336	114,883,682	131,542,038	16,658,356	14.50
Net County Cost	(63,447,366)	2,110,569	144,930,066	0	(144,930,066)	-100.00

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2002-03 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: Integrated Waste Management Department Enterpris in the Appendix on page 632.

### Highlights of Key Trends:

- Construction is currently under way on the Prima Deshecha Landfill Zone 1 Expansion. This project will provide approximately 4 years and 3 million tons of disposal capacity for Orange County residents.
- IWMD is currently implementing our new Landfill Fee Collection, Accounts Receivable and Tonnage Reporting system. These advanced systems will provide IWMD increased efficiency in tracking and reporting tonnage and collecting disposal fees.

- IWMD is developing a fully automated Records Management System. This system will allow easier access and retrieval of records, reduce record redundancy, and improve the departments overall records management efficiency.

## Budget Units Under Agency Control

No.	Agency Name	Business Services	Central Regional Landfill Ops	North Regional Landfill Ops	South Regional Landfill	Office Of Public Affairs	IWMD Director	Total
275	IWMD-Environmental Reserve	125,000	0	0	0	0	0	125,000
276	IWMD-Defrd Pmt Security Depos	31,688	0	0	0	0	0	31,688
277	IWMD-Rate Stabilization	1,352,733	0	0	0	0	0	1,352,733
279	IWMD-Landfill Postclos Maintnc	125,000	0	0	0	0	0	125,000
284	IWMD-Frb Escrow Account	1,035,928	0	0	0	0	0	1,035,928
285	IWMD Bankruptcy Recovery Plan	19,090,107	0	0	0	0	0	19,090,107
286	IWMD-Brea/Olinda Escrow	2,294,865	0	0	0	0	0	2,294,865
287	IWMD-Prima Escrow	569,866	0	0	0	0	0	569,866
288	IWMD-Santiago Escrow	781,120	0	0	0	0	0	781,120
299	Integrated Waste Mgmt Dept Enterprise	34,430,150	35,982,557	14,757,119	15,705,514	1,416,235	258,096	102,549,671
	Total	59,836,457	35,982,557	14,757,119	15,705,514	1,416,235	258,096	127,955,978